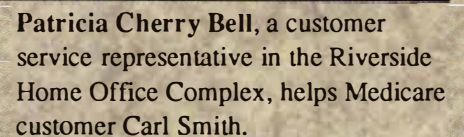


For the employees of Blue Cross and Blue Shield of Florida



MORE ABOUT MEDICARE

How does BCBSF communicate with customers, providers and others affected by the Medicare program? We tell it like it is on page 6....

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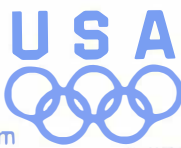
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1990 Awards

• Jacksonville Golden Image award for best magazine • Best Public Relations Printed Material, Florida Public Relations Association • Award of Distinction, magazine category, Florida Public Relations Association (state level)



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Unlimited Opportunities

Editor's note: Effective July 1, 1991, Bruce A. Davidson was named senior vice president of Government Programs, replacing Antonio J. Favino, who plans to retire from BCBSF within two years. Favino has been with the company for twelve years, and with the BCBS system for 37 years.

We asked Mr. Davidson about his new role and about the Medicare program, its major challenges and opportunities, and its significance for BCBSF and its employees.

How's the transition into your new role going?

It has been quite orderly so far. Working directly with your predecessor is a luxury that not many people get when they start a new job.

I'm very fortunate to have Tony sharing responsibility with me for three to six months while I become more familiar with the issues, people and activities.

I value Tony's advice and counsel very much and hope I'll have the benefit of it for as long as possible.

For the short term, we will share decision-making responsibility to ensure consistency and continuity.

Describe what you see as your assignment in Government Programs.

I see my job in Government Programs as continuing and helping to accelerate the improvements and initiatives already begun, including the important work underway in employee and management development and participative decision making and problem solving.

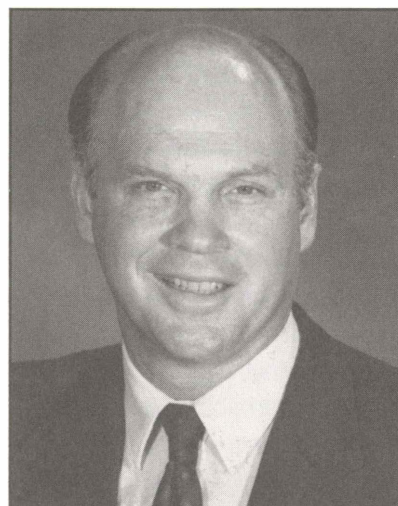
Additionally, I see an important leadership role in determining whether and how to position ourselves as a major player in the Medicare program nationwide.

The company as a whole and Government Programs as a part of it are both in strong improvement modes and we need to continue to stretch ourselves to see just how good we really can be.

What will you focus on first?

For the short term, we want to assure that both Medicare A and B pass their CPEP* criteria for fiscal year 1991 and that we develop a 1992 budget and plan that realistically allows us to

*CPEP stands for Contractor Performance Evaluation. It is a system used by the Health Care Financing Administration to rate the various Medicare carriers and intermediaries.



meet the CPEP criteria for next year.

Within the next three to six months we need to make decisions on long-term directions of our Medicare B data processing system. We'll soon be entering the fourth of five years on our GTE contract.

We also need to assess where the Common Working File and Florida Shared System initiatives lead in terms of overall Government Programs strategy.

We need to assess and plan for what it takes to stay in the business as a major contractor.

What made you decide to take the job?

I actually volunteered for the assignment. There are two fundamental reasons. One, I think that the Medicare program is an extremely important program to a large number of people, both beneficiaries and providers.

Continued on next page...

FROM THE TOP

To be a part of an organization and help it provide the very best service to those people is really a very challenging and invigorating assignment.

Secondly, we have what I see to be a very high potential management and employee work force, combined with a program that is going to have to make remarkable changes and improvements over the next few years to cope with the changing Government requirements.

Helping people develop and grow and achieve the potential that's there for them is something that is very important to me.

There seem to be plenty of opportunities -- not only internal, as they relate to employees and management issues, but also external, relating to Medicare program changes and the possibility of national health care.

Right. Within the next five years, we'll be required to make quantum leaps -- as opposed to incremental advances -- in productivity, and that's going to require ingenuity, innovation and hard work on the part of our entire work force.

The ideas to make those quantum leaps don't usually come from the executives, they come from the people on the front line.

The opportunities for people to be innovative are virtually unlimited -- and to help create the kind of environment where innovation can occur is going to be very challenging and fun.

Don't people worry about big productivity increases endangering their jobs?

Some do. Realistically, in an international economy as competitive as the one we face, there is greater danger in not becoming more efficient and productive. A wise management and employee work force understand that.

In Government Programs, with a Medicare program that has enormous growth pressures because of our aging population, it is difficult to conceive that even quantum productivity improvements could result in reduced total employment.

Our concern has to be that we perform so much better than our competitors that HCFA [the Health Care Financing Administration, which runs the Medicare program] will need us as one of its major contractors.

What kind of opportunities do you see ahead for employees?

What I see for employees are increasing challenges and more opportunities to participate and solve problems. In fact, there are almost unlimited opportunities for people who are flexible and willing and able to adapt to changes in the environment.

I believe -- and Executive Staff believes -- that our only real, sustainable advantage is a superior work force and the ability to maintain a superior work force over a long period of time.

I'm impressed with the number of advanced degrees we have among our staff. And many have obtained their MBA or Bachelor's -- or both -- while they're working, which indicates a highly motivated group of people.

A word I haven't heard yet is loyalty -- how do you keep people loyal to the company? What can we do to make employees feel their participation is needed and appreciated?

I believe that it's important that we do all we can as a company and as an employer to make work hours more meaningful and developmental and fulfilling for people.

People by and large want to be challenged by their work, be involved in problem solving, and understand the whys and wherefores of what they and their company are doing.

BCBSF's stated management policy embraces these ideas, but we need to do a better job of making them real in the workplace.

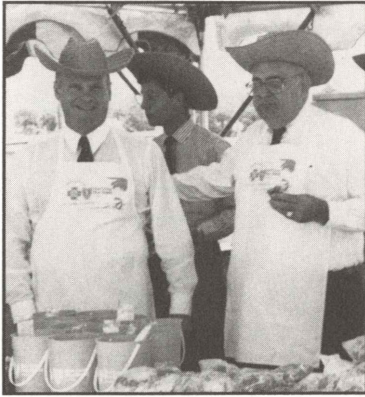
Want To Voice Your Opinion?



We'll Listen...

...because we care about your opinion. Let us know how you feel about the Medicare features in this issue. Tell us what you would like to read about in future articles.

To let us know, just answer the questions on the third and fourth pages of this insert, and return it to the address indicated on the back.



Bruce Davidson and Antonio Favino serve lunch at Employee Appreciation Day.

And certainly the employees who feel good about the way they spend their work hours are going to do a better job for our customers and the company.

What do you see as the most significant challenges facing Government Programs?

Physician Payment Reform certainly is a major initiative that needs to be accomplished smoothly.

It will probably be for this company, both for the Government and the Private side, one of the biggest issues of the last 40 years. The fallout that's going to occur is tremendously significant, especially in Florida.

I will personally spend a lot of time on the project.

It presents a great opportunity for cooperation between Government and Private Business. Although the operations implementation requirements are largely distinct and separate on each side of the business, the image issue that will result is a company-wide, joint issue that we'll have to deal with very carefully. We've already held meetings between Government and Private Business, but I'd like

to see that interaction increased substantially.

Physician Payment Reform is going to be a real watershed for all those people who are involved in and affected by the Medicare program.

What else do you see for the future of the program?

The basic premise is that if we're going to be in this business, we're going to be a major player.

Our ability to influence the program is key. We need to be more involved in working with HCFA to suggest program improvements.

The apparent direction of the Medicare program is toward consolidation of intermediaries and carriers -- a concept called "supercontractor."

Florida is already one of the larger contractors, but we need to develop strategic business plans to expand our operations.

And, of course, in order to qualify as a supercontractor, we need to be the best.

What will it take to achieve that goal?

There are many ingredients, but certainly among the most important is a lot of sharing of information in the organization -- employees should know what's going on and what their manag-

ers are thinking. There should be a lot of give and take.

Ideas should be subjected to critique, challenge and improvement.

We need more open communication in the organization and more open communication and cooperation between Government Programs and Private Business.

One expectation I have is that decisions be made at the lowest possible level in the organization. For this to happen, we must give people the training to make decisions, then give them the latitude to make decisions.

With that comes the understanding that people will occasionally make mistakes. What's important is to learn from the mistakes, and avoid making the same mistake twice. We should be focusing on steady improvements on everyone's analytic and decision-making capabilities.

Is there anything else you'd like to add?

I expect us to be the best intermediary and carrier in the business. We have the ability, and I see a strong commitment in our management and employees.

I look forward to the challenge, cooperation, hard work and fun involved in becoming the best. ■

Medicare: Telling It Like It Is

Last month's special focus on Medicare provided an overview of the program, its various users, and BCBSF's role as intermediary and carrier. The Medicare program is a complex program operating under careful controls and funding restrictions, so communicating with the beneficiaries and providers who are affected by the program is a critical task for any contractor. Contractors often feel like "the ham in a sandwich," especially when there's a change in the Medicare program.

When there's a change in the Medicare program, it has a ripple effect.

Usually a big ripple.

People, processes and paperwork are affected by any changes, enhancements or budget cuts made by the government.

As a Medicare carrier and intermediary, BCBSF must understand and implement the changes, and explain them to Medicare customers.

To accomplish this, we communicate directly with beneficiaries and providers, and we also work closely with government and legislative members and the media to communicate to all the people who are affected by the changes.

Sometimes the effects of the changes are minor; other times, profound.

Installation of Common Working File is a good example of a profound change. Last year, the government required Medicare contractors to change the way they keep track of beneficiary eligibility and deductible status records. The Health Care Financing Administration used to have all this information in a central file, but now it's kept in nine different regions around the country. Each region has a host contractor; BCBSF is the host contractor for the South Sector.

While the intent of a change like this was good, it also caused some disruptions as people adjusted to the change.

Because we often find ourselves "in the middle" -- between the government and providers, or providers and beneficiaries -- we try to be especially sensitive to the need to explain the impact any change will have on the lives -- and livelihoods -- of those involved.

BENEFICIARIES

Typically, seniors have many questions about specific topics, such as how a change will

affect their coverage. Our Medicare customer service representatives are trained to answer questions or resolve problems seniors have about their claims or coverage. We offer this kind of assistance face to face, over the phone, or in writing.

Short Order

Currently, the company also offers "short order service" telephone lines. Seniors can call these to find out if their Medicare Part B claim has been received, if it is still being processed, or if it has been paid. With this service, they also can make an address change, request a copy of their explanation of Medicare benefits, or find out if their doctor is listed in the directory of participating physicians.

Medicare Advisory Councils

Another way we communicate with seniors is through our Medicare Advisory Councils, volunteer groups of senior citizens who are active in their communities. We train them to answer questions and resolve basic Medicare-related problems, so they can help other seniors.

Senior Advocate

Janet Crozier, the company's senior advocate, writes a regular advice column called "From Your Senior Advocate," which is published in a number of weekly newspapers and newsletters around the state.

She also meets with seniors personally, and often addresses groups of seniors at meetings and seminars.

"Talking one-on-one with seniors helps reassure them that we really do care about them," says Crozier. "We are able to answer many of their questions and concerns right away, and we also learn from them what we can do better as a company to explain the complexities of the Medicare program."

Medicare & You

All beneficiaries who have our supplemental insurance coverage now receive the quarterly newsletter *Medicare & You*.

Mailed directly to senior citizens' homes, *Medicare & You* articles cover Medicare changes enacted by the government, tell seniors what kinds of services are covered by Medicare and what services aren't covered, show them step by step how to read their explanation of Medicare benefits, or give them useful tips on how to understand Medicare's forms.

PROVIDERS

More than 40,000 doctors, medical equipment suppliers and other health care specialists are directly involved with the Medicare program, providing care to the elderly and disabled.

Our communications with these active providers are regular, ongoing and varied. They include telephone and written correspondence, brochures, newsletters and other direct mail pieces, or personal visits.

"We spend a great deal of time on the road," says **Fran Watkins**, Medicare B Provider Education. "We take a strong proactive approach with our communications,

because we know that clear information up front makes their job -- and ours -- much easier in the long run."

Because of the complexity of the Medicare program, publications are a key component of our communications. Providers regularly receive updates and reports on Medicare guidelines and policy-- covering everything from billing and coding procedures to coverage and reimbursement changes.

GOVERNMENT & LEGISLATIVE

Because so many seniors live in Florida, our congressional delegation is particularly sensitive to Medicare issues. We place great emphasis on maintaining good relationships with legislators and congressional staff.

Jeff Wollitz, Government Relations representative, says, "We're in constant communication with our congressional delegation and their health care aides to ensure they understand our role as Medicare contractor. We also explain how changes in the program will affect their constituents."

MEDIA

In addition to working directly with beneficiaries, providers and legislators, we depend on the media to cover Medicare issues and explain the program to a diverse group of people.

Marjorie Phillips, Media specialist, says, "We take advantage of many different

media opportunities to relay messages about Medicare. We try to clarify any misunderstandings that may exist -- for example, some reporters do not understand the difference between our Private Business operations and Government Programs operations.

"We also do our best to explain what can be very complicated and complex issues so the reporter will be able to present a balanced story that accurately reflects our role or perspective.

"In addition to developing and maintaining relationships with television and newspaper reporters, we also plan and conduct regular meetings with the editorial boards of the publications or news stations. We use these editorial briefings to help broaden understanding of significant issues like Physician Payment Reform or fraud and abuse."

Broad understanding

Medicare and Medicare-related topics -- like Physician Payment Reform and fraud and abuse -- are relevant not only to the millions of people who are directly affected by the Medicare program, but also to the many millions of people who have private insurance or no insurance at all.

The Medicare program plays a significant role in the overall delivery and financing of health care, especially in Florida.

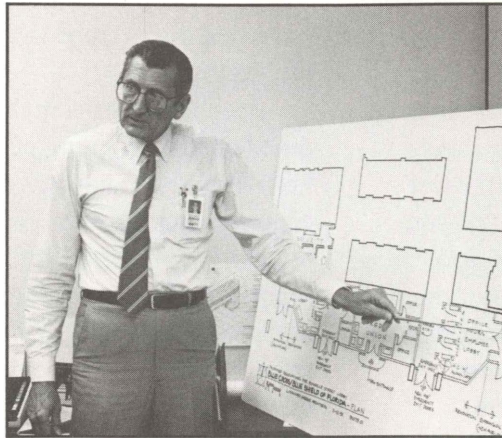
For this reason, clear, consistent communications will become increasingly important for BCBSF as we work to strengthen our role -- not only as a Medicare carrier, but also as a leader in the health care industry. ■

Security Renovations

By Virginia Crawford

In mid-August, the sound of hammering, sawing and drilling will begin at the Riverside Home Office Complex, bringing with it major security renovations.

"To better protect our employees, the security system at RHOC will be enhanced, resulting in a system like the one at Freedom Commerce Centre," says Chuck Hammaker Jr., director of Security and Asset Protection.



Chuck Hammaker explains plans for security enhancement at the Riverside Home Office Complex.

In addition to making the building safer, the improvements will also make life a little easier for employees.

"We first plan to move the Gift Shop to the third floor, and then the Credit Union, which will have its own entrance, will

be moved where the Gift Shop was," says Hammaker.

The Credit Union's current location will become the Riverside employee entrance and lobby, complete with automatic access lanes and access gate. The existing Credit Union entrance will become an emergency exit.

The current Rosselle employee entrance will be changed to an emergency exit.

A second new employee entrance, featuring automatic access lanes, will be built where the Rosselle lobby is now.

The Security Control Center "will be generally where the badge office is now," Hammaker says.

Access from the garage will be controlled at each ramp level by floor-to-ceiling turnstiles. The turnstiles will have electronic badge readers like those at FCC.

"The turnstiles are almost like revolving doors, but their electronics won't allow more than one person at a time to go through," says Hammaker. "On the first floor of the parking garage, we'll install an entrance for handicapped employees."

MANAGER'S MEMO

Ways to develop influence.

All managers have authority. It comes with the job. But successful managers also have influence -- something they develop.

Who's important to building your influence:

- **Your boss.** Quickly build his or her confidence in your ability to handle tough tasks successfully. *Remember:* Without your boss's confidence, you can't enjoy influence.
- **Your customers.** Make and keep your company's customers happy. With their confidence, you'll be able to better understand their needs and influence their decisions.
- **Your vendors.** Build trust with suppliers. *Remember:* Contacts often are more important than contracts. Solid personal relationships -- based on trust and goodwill -- will help you to get your tough jobs done well and on time.
- **Your colleagues.** Be a problem solver. *Why:* Influencers are decision makers. When challenges crop up, ask tough questions. Listen carefully. Watch body language. Then forge solutions that benefit everyone.

Source: *Executive Strategies*, National Institute of Business Management, 1328 Broadway, New York, NY 10001.

A closed-circuit television system will monitor each garage entrance, Lot 2, the Rosselle lot, and the Loading Dock. Four intercoms will be installed on each parking level, and alarms will be connected to all doors of the building, says Hammaker.

At Lot 3, the guard station will be elevated to provide better security for this large area.

Changes will also be taking place on 8T, 6C, 8C, 20T, the stock room, warehouse, generator/chill rooms, the roof and other specific areas.

And with these changes comes one more benefit.

"This upgraded system will not only afford our employees better security, but it could also lower our insurance rates," says Hammaker. ■

United Way

The 1991 United Way fundraising campaign kicks off October 1.

"Our corporate goal is to raise \$300,000 and involve at least 75 percent of employees. Employee involvement and management participation is critical to the company's fundraising efforts," says

Tom Dunn, vice president of National/Corporate Account Markets, and the 1991 chairman of the BCBSF fundraising campaign.

Ernie Brodsky, vice president of Product Management, and co-chairman of the campaign, says, "Contributing to the United Way is an excellent opportunity for employees to make a difference in the community."

Tom Albright, senior vice president and Chief Marketing Executive, will lend his expertise directly to the United Way as a member of their Campaign Cabinet.

Karen Morris, Employee Relations, is coordinating the United Way campaign for BCBSF. Additionally, she has introduced to BCBSF employees a new program sponsored by the United Way called United Way at Work.

It brings educational programs and human care services to employees where they work.

Several BCBSF employees recently benefited from this

program when they attended a workshop on Positive Parenting. "Response to the workshop was tremendous," says Morris. "We are pleased that so many employees found it helpful."

The next workshop, Personal Budgeting, will be held August 26 at Freedom Commerce Centre and August 27 at the Riverside Home Office Complex. ■



CAREER CORNER

To be a good supervisor.

You're considering a climb up the career ladder, and you want to know what it takes to get ahead? Consider these qualities employees say are common to good supervisors:

- **They're helpful** and anticipate the needs and problems of people who report to them.
- **They don't just pretend** to listen, they really listen. They always take the time to hear a person's concerns, complaints and ideas.
- **They can answer** most questions. When they can't, they know where to get the answers and they do get those answers.
- **They provide the materials** and equipment employees need to do the job right. They try to eliminate things that are getting in the way of doing good work.
- **They counsel people** and try to help with problems, but they aren't hesitant to get rid of employees who don't get the job done.
- **They pitch in** and get their hands dirty when necessary.
- **They don't play favorites** and are honest all the time.
- **They ask for ideas** before introducing changes. They explain why things need to be changed.
- **They treat employees** with dignity and courtesy -- even when criticizing.
- **They are quick** to praise.

Source: *Achieving Service Excellence: Guidelines For Supervisors*, by Robert E. Tannehill, Robert Tannehill Associates, 1351 New Road, Amherst, NY 14228.

Better Run It Through Legal

By Harvey E. Pies
Vice President and Special
Counsel, Managed Care
Systems

In these days of multi-million dollar verdicts against large corporations, and ever-increasing complexity in our business operations, it is easy to understand why so many of you are concerned about getting "Legal" involved in projects, issues and even strategic and operational planning.

And yet there are many employees who don't know what the Legal department really does, or when and how to obtain legal advice.

L.A. Law notwithstanding, most of the attorneys and paralegals on the 19th floor of the Riverside Home Office Complex rarely get involved in glamorous, dramatic courtroom drama.

Most of us spend our days immersed in nitty-gritty issues that continually flow through the company -- for example, negotiating with regulators over a needed rate approval, putting together subscriber and provider agreements that will allow our products and programs to work successfully, and counseling on a broad variety of issues that every business organization must deal with, such as contracting with

outside vendors, developing Human Resource policies that comply with the law, and responding to or initiating lawsuits when necessary.

Also, the attorneys in the Legal department practice "preventive law," by helping management avoid decisions that could result in serious liability for the corporation.

The attorneys work with managers at all levels, and often share strategies and responsibilities with colleagues in other divisions, such as Legislative Affairs, Public Relations and Risk Management, who also support a "client" (Government Programs or Health Options, for example) on a particular issue.

The Legal Affairs division is organized into what we call "practice groups." These include: Corporate Legal, Managed Care and Regulatory.

Corporate Legal is concerned primarily with supervising the handling of most litigation, human resource legal issues, vendor contracts, and

Medicare-related issues. This practice group also handles a variety of other types of corporate legal problems that involve general principles of corporate law.

Managed Care primarily is concerned with provider network development and contracts, quality assurance issues, confidentiality of patient-identifiable medical information, utilization review and other cost-containment programs, particularly as they relate to operations of our Preferred Patient Care and HMO programs.

Regulatory primarily monitors, develops and helps the organization comply with specific statutes and regulations that govern our business. Regulatory also interacts and develops relationships with regulators and trade associations, such as our national Blue Cross and Blue Shield Association and the National Association of Insurance Commissioners.

Our attorneys and paralegals may also become involved in matters that are outside of any specific practice group category. For example, issues involving an HMO grievance filed by a subscriber may involve working closely with the BCBSA, or with particular customers such as the Federal Employees Health Benefit Plan or the (Florida) State Group.



The key to success for Legal is the ability to develop a clear, mutual understanding with its many "clients" throughout the company of management's goals, strategies and objectives. Attorneys must have a keen understanding of management's needs, priorities and problems, so the legal advice and decisions don't become unnecessary barriers to operational success.

By the same token, managers need to know where legal pitfalls may exist and arrange for timely legal advice. Many issues that appear straightforward actually are very complex and time-consuming from a legal standpoint. So, as a general rule, it's helpful to provide Legal with as much lead time as possible.

As with other areas of the company, coordination and communication are critical when legal and risk management issues arise.

To foster and encourage interaction and understanding, attorneys serve on many important task forces and work groups throughout the company. Project managers, task force chairmen and others frequently count on Legal to play a key role in assuring a project or plan is heading down the right track.

Shakespeare long ago wrote: "The first thing we do, let's kill all the lawyers!" We attorneys know that if Shakespeare had worked for BCBSF, he surely would have had a different view -- at least until his key projects had been "run through Legal" for review, input and sign-off. ■

Advance Benefit Determination



The Advance Benefit Determination work group (L-R): Alicia Rothschild, Adel Pascual, Veronica Williams, John Nunn, Versia Wright, Jan Green. Not pictured: Teri Evans.

New procedure makes it easier to answer customers' complex questions

My area thinks it's wonderful; they're using it even before it has been officially issued," says **Jan Green** of Direct Market Operations about a new procedure called Advanced Benefit Determination.

Advance Benefit Determination gives customer service representatives guidelines and sample letters to use when they have to answer customer inquiries involving complex questions of medical effectiveness or coverage for specific medical treatments.

The procedure was developed by a work group with representatives from Medical Affairs and all three market segment operations -- Local, Direct and National/Corporate.

When the group first met, the members saw a need for quick action and issued a tempo-

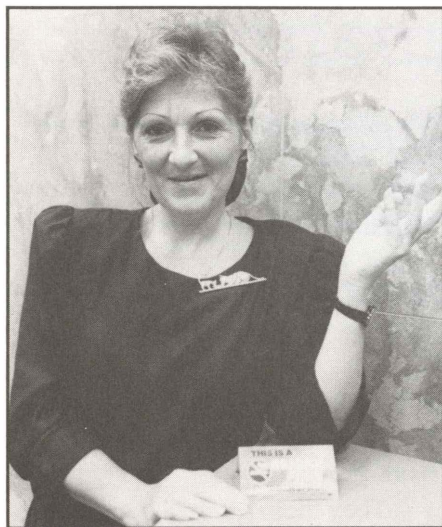
rary procedure for "damage control," says **Teri Evans**, the work group leader.

They then developed more detailed guidelines and asked for review and feedback from more than 100 operating personnel.

"This helped us improve the final product, and also generate wide-spread awareness and support for the new guidelines," says Evans.

John Nunn, work group facilitator, says, "This is an outstanding example of cross-organizational teamwork. It shows that we can improve services, consistency and productivity by working together."

Work group members are: **Teri Evans**, R.N., Medical Review manager, Medical Affairs; **Jan Green**, senior service representative, Telephone Services; **Adel Pascual**, R.N., Medical Review analyst, Local Group Operations; **Alicia Rothschild**, R.N., Medical Review analyst, Direct Market Operations; **Veronica Williams**, Senior Service analyst, National/Corporate Market Operations; and **Versia Wright**, supervisor, Direct Market Operations. ■



Scott Free

By Kathy Harper,
Public Relations intern

How do you give up something you love doing? Something you've been doing for 23 years? Something that is more than a habit -- it's part of your life?

Enez Scott gave up her something eight months ago. When BCBSF went smoke-free on November 21, 1990, in conjunction with the Great American Smokeout, Scott, a supervisor in Medicare B Suspense, decided to do the same thing.

However, on her drive home, she had to pull over and have a cigarette.

Three days later, she decided to try again. And that time she succeeded, with a little help from family, friends and a hypnotist.

That's right -- a hypnotist. Scott said she had two sessions, and BCBSF reimbursed her for the cost of both visits. But becoming smoke-free wasn't easy.

"At first I couldn't be around people who smoked," she says. "It was too much of a temptation."

She not only had to change her way of thinking, she also had to change her daily routine.

"In the morning, I would get up, make coffee and smoke a cigarette," says Scott. "I had to change my morning habits and shake up my routine."

"I couldn't have done it without my family's support," says Scott. "They are constantly saying, 'I'm proud of you.'"

Scott's oldest son, a respiratory therapist, tells her about people he sees who are suffering from the effects of smoking.

"The thought of what awful things could happen," says Scott, "also gives me strength."

Scott's co-workers also have been very helpful, and she says she receives encouragement both from smokers and non-smokers.

Even though it has been six months since her last cigarette, Scott says she still doesn't feel completely smoke-free.

"I know what it's like to need a cigarette," she says. "It's one day at a time. If you can get through today, you can get through tomorrow. It's hard at first, but it gets easier and easier." ■

Welcome Home

By Pattey Pate

Ft. Lauderdale BCBSF employees welcome home their hometown hero.

Tonya R. Williams, who served with the National Guard 743rd in Saudi Arabia, was surprised with a reception when she returned from the Persian Gulf.

At the reception, Tonya was greeted by co-workers, friends and special guests.

May 29 was proclaimed Tonya R. Williams Day in Broward County, and Regional Vice President Dick Smith presented Williams with a plaque and a medal.

The celebration began with a salute to the American flag, led by **Diana Smith**.

Williams thanked the attendees and says she's "extremely lucky" to have three families -- her own family, her military family and her BCBSF family. ■

Money Savers

By Virginia Crawford

Judith Davis, Mary Washington, Julia Gay and Marcus Rivers agree that a penny saved is a penny earned.

As the most recent Corporate Suggestion Award winners, their improvement suggestions collectively will save the company more than \$8,500 a year.

Judith Davis, claims examiner, suggested discontinuing using dates of service in situation actions from the Claims Exam Entry manual (CEE), says **Anita Rodgers**, who administers the Corporate Suggestion Program.

"On 405 pages of the CEE manual, the date was entered simply to fill in the date field, and it did not apply to the situation on that page," says Rodgers. "Judith pointed out that this was time consuming and costly, and that by eliminating this step, the company would save money."

Davis received a check for \$272.16, which is 10 percent of the annual cost savings for this improvement.

Mary Washington, Shipping clerk, suggested revising a shipping form and producing it in-house. Washington received a check for \$124.33.

Julia Gay's suggestion earned her \$456.49. Gay, Additional Development exam-



Corporate Suggestion Program winner Julia Gay (second from left) stands with Brent Pruitt, Karl Smith, Eloise Williams and Ronnie Rountree.

iner, suggested allowing employees who use WATS lines to have access to Aspen.

"Instead of using the Aspen system, they used a recorder, which is more cost effective and accommodates the tie-in of all four WATS lines," says Rodgers. "Using the Aspen system would have required a separate line for each telephone. There are also intangible savings in customer service and improvements in cycle time."

Marcus Rivers, control clerk, suggested filing the File

General for FEP Customer Service/Correspondence by the Inquiry Control Number.

"There was a small cost in implementing this suggestion, but overall it will save retrieval time for the customer service representatives," Rodgers says.

Rivers was awarded \$25 for his suggestion.

For more information about the Corporate Suggestion Program, call Rodgers in Organization Development and Training, (904) 791-6013. ■

ASPEN Notes

- **The Human Resources Information Line** is now operational at the Riverside Home Office Complex and Freedom Commerce Centre. Call 791-6538 and press "1" to hear a listing of current job openings in the Riverside office or press "0" to speak with someone in Human Resources. The service will soon be available for openings at FCC as well.
- **Did you know** you could program your ASPEN mailbox to play the date and time that a message was left for you? From the Main Menu, press "4, 2, 4, 1" to turn on this feature.
- **Need an ASPEN refresher course?** Leave a message in the System Manager's Mailbox -- mailbox 1000.

Winners' Streak

By Virginia Crawford

Team Blue Cross, one of BCBSF's two Jacksonville-based men's softball teams, recently captured the Southeast Regional Tournament championship for the fourth consecutive year.

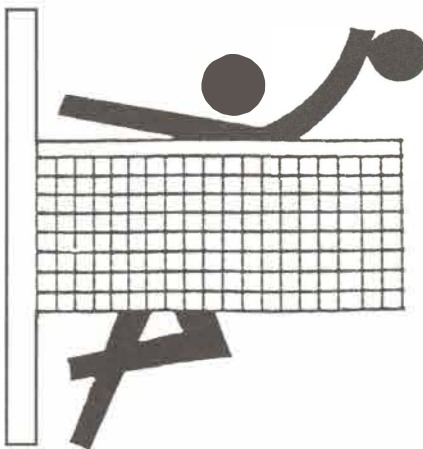
"There's just something special about playing in the Southeast Regional," says **Rick Sapp**, coach and player. "It always brings out the best in us."

Team Blue Cross twice defeated host Blue Cross of South Carolina, and also defeated Blue Cross teams from Alabama and Georgia.

"We relied on our trademark defense and aggressive base running throughout all games," says Sapp. "Our key offensive support came from **Bob Eagle, Greg Glenn and Bobby Wilson.**"

The Southeast Regional Tournament has been an event for 13 years, all of which either Team Blue Cross or Blue Cross One, BCBSF's other Jacksonville-based team, has won the championship.

"Now that's a winning streak," says Sapp. ■



Volleyball League

Volleyball season starts in August and ends in late October. If you're interested in joining one of BCBSF's 25 intramural teams, call Judy Brazile, 791-8246.

Join the fun -- have a ball!

A Breakfast For Champions

By Karl Smith, director of Claims
for the Federal Employee Program

More than 600 employees from Marketing, Information Systems and Operations, and National/Corporate Accounts Operations enjoyed an appreciation breakfast given in recognition of the employees' dedication and progress made within the National/Corporate Market Segment.

Tom Dunn, vice president of National/Corporate Market Operations, and **Mike Cascone**, executive vice president of Operations, were keynote speakers. They congratulated employees on specific areas of progress made in each major sub-segment, and they also

spoke about the employees' contributions to business success. During the program, employees watched a video program produced specifically for the event -- an overview of all National/Corporate Market Segment operations as well as other BCBSF areas.

Another highlight of the breakfast was the recognition of two employees for their years of service with BCBSF: **Doris Turner**, who works in the Nasco Service Unit, has been with BCBSF for 30 years; and **Mary Lou Herschberger**, who works in the National Claims area, has been with BCBSF for 33 years. ■

Top Performances

By Virginia Crawford

Medicare B Customer Service division rallies to put "I Care" back in Medicare.

To motivate staff and recognize top performers, the Medicare B Customer Service division held a Carrier Performance Evaluation Program (CPEP) rally, complete with pom-poms, pennants, banners, cheerleaders, referees, and even a mascot named "Beula the Beneficiary."

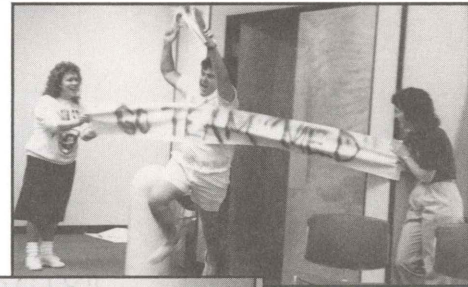
"The supervisors wanted to get the employees involved, so Teresa Hughes, who works in the short order service area, came up with the idea to have a CPEP Rally," says Jean Jordan, Medicare B Customer Service supervisor. "The program, which named April and May's top performers, was presented by the CPEP squad."



During the rally, staff members cheered the top performers, and were encouraged to take an even more personal interest in handling customer service calls by putting the "I Care" back in Medicare.

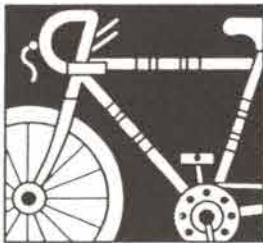
Top performers were Evonnica Kelly, Pat Reynolds, Veronica Allen, Brenda Woodard, Chris Holt, Kathy Gay, Tom Clayton, Jose Ramos, Lillie Golden, Junelle Branch, Sandra Sheffield, Cathy Williams, Pat Edmiston,

Kathy Clayton, Fay Bradner, Kym Benton, William Daughtry, Debby Campbell, Tonya Thomas, Ed Wagner, Aleta Espinosa, Anita Burden, Frank Garcia, Lisa Sierra, Joanne Garrett, Marlene Jordan, Charlene Taulbee, Anne Jones and Cheryl Kowalik. ■



Left photo: Front, L-R: Fred Poarch, Harold Gilbert, Willie Torres. Center: Mark Quindoza, Teresa Hughes, Andrea Williams, Maraette Murray, Mike Stanley. Standing: Karla Blackman, Jean Jordan, Norma Lanier, Robin King, Eddie Bullard, Shernita Cooper. Top: Mike Stanley crashes through...

MS 150 Bike Tour



Join in the fight against Multiple Sclerosis. Ride in the fifth annual MS 150 Cycle to Silver Springs Bike Tour, September 21-22.

Bikers may ride at their own pace, and rest stops will be available every 10 to 12 miles. Not only is this a great way to have fun, but it's also a way to join the BCBSF Team in the fight against Multiple Sclerosis. For more information call **Bob Eagle** at 791-8679. The MS 150 tour is sponsored by the Employees Association (formerly known as the Employees' Club.)

Chess King

By Virginia Crawford

Mike Blechar likes to play mind games. He's especially good at chess. You might call him a chess king.

Blechar, manager of Data Administration, has seven major chess titles and one third-place title to his acclaim. He's also played on seven title-winning chess leagues.

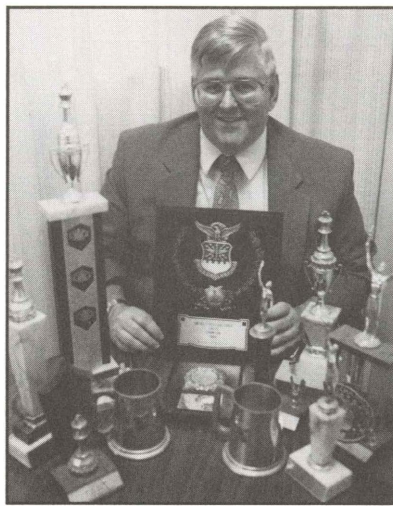
Now, as if that isn't impressive enough, imagine being alone in a room with an empty table before you. In ten other rooms sit ten people -- all with complete chess sets. One by one, people known as runners enter your room with the ten challengers' chess moves. You ponder their moves, and then make yours -- and retain them all to memory.

Is this possible? And if so, how many games would you win?

Mike Blechar won all ten.

"I don't have a photographic memory," says Blechar, "but I do have a good memory. I'm very good at conceptualization. Also, I can remember moves I made at chess from years back."

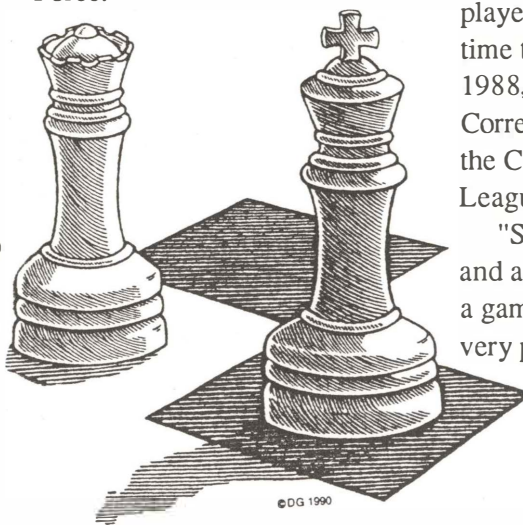
Blechar learned to play chess at age 7 while watching a friend teach his brother, who was 13. "Then, when I proceeded to beat



my brother, I read books because I had no one to play with," says Blechar.

At age 14, he joined the Worcester Bronx Chess Club, which had 150 members. By age 16, he was ranked as the club's second-best player.

In 1963, Blechar became the Greater New York Open Junior Champion and went on to win the 1964 New York City Department of Parks Championship. In 1965, he joined the U.S. Air Force.



"I didn't play chess while I was in the Air Force until 1968," says Blechar. "But then, I went through four levels of competition to get to the Air Force Chess Championship, which I won."

"After serving four years, they wanted to extend my time six more months, so I could play in the Armed Forces Chess Championship," says Blechar. "I already had a job waiting for me, so I quickly said, 'You know, sometimes it's just *real* hard for me to concentrate and decide on a move.' Needless to say, they didn't extend my time."

Blechar's next win was in 1974 at the Georgia Peach State Open. In 1975, he placed third in the Southern Open but won the overall Best Play Game Award. In 1980 and 1981, he won the Greenwich Connecticut Chess Club Championship.

Blechar now plays correspondence chess, which involves sending one chess move at a time through the mail. He has played as many as 50 games at a time through correspondence. In 1988, he was named the U.S. Correspondence Champion for the Correspondence Chess League of America.

"Sometimes it takes a year and a half to 2 years to complete a game," said Blechar, "but I'm very patient." ■

It's The Ultimate

Medicare B has the perfect way to recognize its "ultimate" employees -- by honoring them with Omega Awards.

Each year, this new program recognizes 60 employees for their outstanding achievements, excellent leadership and superior customer service. Employees are nominated by their peers or supervisors, or can nominate themselves for the award.

Omega Award recipients are chosen each quarter and receive plaques and their choice of a cash award or time off from work. ■



Omega Award recipients, L-R, front row: Florine L. Richardson, Anny N. Baxter, Reda S. Heafner, Greg "Elvis" Neeld. Second row: Gloria Sanchez, Amy Meadows, Joan Conner, Kristi Segovia, Laurretta Lazarus, Marnita A. Howard. Third row: Mark A. Middleton, Nancy Mattox, Sharon Stefanski, Kelley Lewis, Jacqueline Achenbach. Fourth row: Glenn Stiles, Ovieda L. Collins, Tony Staten, Tracy Mobley. Fifth row: LaWanda Jackson, Lanell Carter, Valencia Gallman, Shirley Gardner. Not shown: Antoinette Pearson, Fran Watkins.



Left -- Omega Award winners. Seated: Jacki Johnson, Curtis Lewis. Standing: Elaine Kears, Rhonda Campbell.

Below - - Omega Award winners: Julie Acosta, Peggie Robinson, Evelyn Holmes, Susan Brooks, Wilma Oglesby, Peggy Haire, Lorna Mersereau-Basford, Kubi Keyes, Anna Cox, Alex Manolis, Valerie Garman, Steve Sanders.



Omega Award winners: Mary Stevens, Janice Kee, Aloma Carter, Lynn Goshay, Darryl Henderson.

FOR YOUR BENEFIT

Questions About Life Insurance

By Sandra Harrison

Many of you have visited the Employee Benefits department with questions about life insurance. The questions most often asked are:

Does the company automatically provide life insurance on all full-time employees?

Yes. Basic Group Life Insurance is provided at no charge to full-time employees. The amount of coverage is equal to two times the annual salary after it has been rounded up to the next even \$1,000. Therefore, the salary for someone earning \$15,600 per year would be rounded up to \$16,000, then multiplied by 2 to determine the amount of coverage the company provides at no charge -- \$32,000.

Is Accidental Death and Dismemberment (AD&D) Insurance also provided at no charge?

Yes. In the event of your accidental death, your beneficiary would be entitled to receive twice your annual salary after it has been rounded to the next even \$1,000 for the AD&D, in addition to the Basic Group Life Insurance. Therefore, the total amount payable to your beneficiary would equal four times your annual salary after it has been rounded to the next even \$1,000.

Can I increase my life insurance through the company?

Yes. Although you can choose Supplemental Life at any time, you also are required to complete a Declaration of Insurability form if not elected at the time you submit your initial insurance forms as a new employee. The supplemental life coverage is equal to one times your annual salary after rounding to the next even \$1,000 -- no more, no less. You would elect Supplemental Life insurance on the blue Group Life Insurance Application card. There is a charge for Supplemental Life Insurance coverage, determined by your age and your salary. A Supplemental Life Rate Table is available in the Benefits Department.

Can I also purchase life insurance for my spouse and/or children?

Yes. The cost for life insurance on your spouse is \$1.80 per month and provides coverage worth \$10,000. Children can be covered from age 2 weeks to age 3 at \$1,500 each child, although the cost is only \$1.20 per month for all children collectively. From age 3 to age 19 (or age 23 if a full-time student), children are automatically covered at \$3,000 each child with no increase in premium.

For more information, please contact Compensation & Benefits at (904) 791-6923 at the Riverside Home Office Complex or (904) 363-4624 at Freedom Commerce Centre.

IN THE SPOTLIGHT

Service Anniversaries

The following individuals, with their job title and location noted, celebrated anniversaries in July:

5

Deborah H. Baker, Manager Government Programs, JMA...

Candy M. Ballard, Corres Representative B, HOC... **Scott P. Bialek**, Inserting Machine Operator, HOC... **Judy S. Bruce**, Claims Service Rep II, FC2...

John F. Crider, Customer Service Rep B, FTL... **William R. Dahlin**, Director Systems Services, HOC... **Howard A. Drayson**, Section Leader IX, HOC... **Ceryle T. Freeburn**, Operation Analyst II, FC1...

Mirta Gonzalez, Claims Examiner, MIA... **Terrencia E. Harris**, Clerk B, HOC... **Mario Hernandez**, Maintenance Technician B, HOC... **Betty R. Johnson**, Operation Analyst II, FC2... **Derrick L. Jones**, Customer Service Rep B, HOC... **Jennifer H. Kern**, Customer Service Rep B, FC1... **Walter T. Lane**, Claims Service Rep III, FC1... **Jose R. Levy**, Auditor IV, MIP... **Matthew P. McGivney**, Supervisor Accounting, HOC... **Beverly R. Parmet**, Customer Service Rep B, FTL... **Betsy P. Walker**, Field Service Representative, TAM...

Veronica A. Warren, Additional Development Exam, FC2... **LaTanya O. Williams**, Customer Service Rep B, HOC

10

Mark A. Baker, Claims Service Rep III, FC1... **Ronald K. Bowens**, Customer Service Rep B, FC1... **Eloise Erwin**, Admin Anlst Marketing Support, GIL... **Daniel J. Galligan**, Account Executive, GNV... **Robert L. Ice**, Software Technician, HOC... **Teresita V. Jimenez**, Enrollment Change Clerk, FC2... **Michael C. Lewis**, Inserting Machine Operator, HOC... **Debra A. Lowery**, Senior Examiner, FC2... **Lola E. Marsh**, Senior Examiner, FC1

15

Pamela J. Farmer, Manager Quality/Medicare B, HOC... **Sibyl M. Forbes**, Customer Service Rep B... **Barbara E. Morris**, File Clerk, FC2... **Douglas E. Powell**, Director PB Med Second Payer, JPR... **Bobby J. Ross**, Clerk B, FC1... **Stanley A. Shootes**, Print Shop Operator B, HOC... **Victoria Williams Wimber**, Supervisor Outbound WATS Telmk, GIL... **Debra G. Wood**, Claims Service Rep IV, FC2

20

Durward E. Allen, Operations Analyst Comp Opr, HOC... **Annie R. Collins**, Payroll Analyst, HOC... **Sharon M. Johnson**, Education

Analyst, JPR... **C. David Roberts**, Sr. Systems Analyst, HOC

The following individuals, with their job title and location noted, celebrated anniversaries in August:

5

Jacqueline A. Achenback, Claims Examiner B, HOC... **Angela D. Banner**, Claims Service Rep III, FC2... **Rhonda W. Campbell**, Claims Examiner B, HOC... **Alma L. Clention**, Claims Examiner B, JXM... **Judy L. Cohen**, Corres Rep B, FC2... **Gordon T. Cripe**, Hearing Analyst, HOC... **Sheila R. Cross**, Claims Examiner B, HOC... **Gwendolyn L. Davis**, Supv Special Services Mkt Fld, MIA... **Laura A. Davis**, Project Consultant C, HOC... **Mary A. Davis**, Supv Med B Program Integ, HOC... **Rita K. Davis**, Claims Examiner B, HOC... **Debbie DeBose**, Claims Examiner A, HOC... **Michael R. Dunlap**, Camera Stripper Operator, HOC... **Patricia A. Edmiston**, Customer Service Rep B, HOC... **Ellery K. Ellis**, Methods Analyst Senior, FC1... **Patricia Faulk Allen**, Claims Examiner B, HOC... **Edward M. Freeman**, Supervisor Claims Support, HOC... **Norman A. Fuller**, Director Special Projects, HOC... **Norman M. Graham**, Health Industry Analyst, JPR... **Deborah L. Gray**, Clerk B, HOC... **Pamela L. Haddock**, Cust Service Rep ACS/EMC, HOC...

Don't miss your chance to be a star!

AUDITIONS

for the 17th annual
Toys For Tots Variety Show

will be held
August 26 & 28
at the
Freedom Commerce Centre Cafeteria
and
August 29 & 30
in
Training Room #1
at the
Riverside Home Office Complex

To audition, send your name, a brief description of your act and your office phone number to
Bob Mahoney, HCAP, 10C.

IN THE SPOTLIGHT

Satonia M. Hart, Enrollment Change Clerk, FC2... **Barbara A. Hazelrig**, Clerk E, TAM... **Mai N. Heath**, Claims Examiner B, HOC... **Connie W. Hernandez**, Healthcare Auditor, FTL... **S. Scott Hightower**, Manager Rate Review Audit, HOC... **Janie M. Johnson**, Customer Service Rep C, HOC... **Donella V. Jones**, Claims Examiner B, HOC... **Renee A. Jones**, Customer Service Rep B, FC1... **Patrice L. King**, Sect Leader Tech Spec, HOC... **Denise A. Klaas**, Customer Service Rep C, HOC... **Lydia S. Laugavitz**, Manager Quality/Medicare B, HOC... **Michael S. Legan**, Compensation Novak, Corres Representative B, HOC... **William S. Pace**, Claims Service Rep I... **Mashal D. Patterson**, Claims Examiner B, HOC... **Angela Randolph**, Files Maintenance Analyst, RIV... **Doreen M. Reichard**, Claims Examiner C Medicare B, HOC... **James P. Thomas**, Account Executive, MIA... **Mary D. White**, Customer Service Rep B, HOC... **Melenease Y. Wilcox**, Claims Examiner A, HOC... **Clarice M. Williams**, Corres Representative B, HOC... **Randy N. Young**, Corres Representative B, HOC

10

Tina Bageant, Desktop Publishing Tech, HOC... **Irene M. Crisalli**, Benefits Safeguard Analyst, JMA... **Virginia B. Daugherty**, Health Industry

Specialist, JPR... **Debra V. Edwards**, Senior Examiner, FC2... **Desiree F. Farrington**, Customer Service Rep B, **Abbie D. Flowers**, Correspondence Evaluator, HOC... **R. Scott Hartsfield**, Operation Analyst II, FC2... **Charles R. Ivey**, Maintenance Technician E, HOC... **H. Richard Johnson**, Health Industry Analyst, HOC... **Lauri M. Leroy**, Medicare Hearing Officer I, HOC... **Alice T. McNulty**, Claims Service Rep III, FC1... **Lashell D. Martin**, Operations Analyst I, HTF... **Mary A. Morgan**, Reprographics Coordinator, HOC... **Needham L. Perdew**, Manager Aviation, Chief Pilot, HOC... **Charmion M. Thomas**, Senior Services Clerk, HOC

15

Betty A. Bowen, Senior Healthcare Auditor, JPR... **Carlene Davis**, Claims Service Rep IV, FC2... **Jo L. De Toro**, Small Group Specialist, GIL... **Connie W. Herrington**, Health Industry Analyst, HTF... **Mark R. Hughes**, Manager BCBS FEP Wire Services, FC1... **Richard L. Kibler**, Director Internal Audit, HOC... **Randall P. Moyer**, Operation Analyst II, RIV

20

Joseph T. Dunn, Jr., VP Natl & Special Market OPS, FC1... **Yarian R. Hathcox**, Senior Operations Analyst, HOC...

Patricia I. Horne, Income Allocation Clerk, FC2... **Caterina R. Luke**, Customer Service Rep B, FC2... **Linda D. McLaughlin**, Peer Review Analyst B, HOC

25

Louise M. Beckom, Operation Analyst II, HOC

35

Merlin A. Richards, Account Representative, MIA

New Employees

We welcome the following new employees — hired through June 15 and noted by their job title and location — to Blue Cross and Blue Shield of Florida:

Mary B. Altman, Image Entry Operator, HOC... **Sharon K. Armstrong**, Secretary A, RIV... **Mike D. Blocker**, Clerk B, HOC... **Jayne C. Casselberry**, Secretary A, JMA... **Joyce A. Cheek**, ACS Claims Service Coordinator, GIL... **Kathy J. Colley**, ACS Claims Service Coordinator, GIL... **Deborah A. Cornelious**, Data Entry Operator, HOC... **Vicki L. Cravey**, Secretary A, FC2... **Susan Davis**, Clerk Typist B, RIV... **Evelyn Delgado**, Safety & Security Trainee, HOC... **Angela**

Reader Survey Card

Name (optional): _____ Extension (optional): _____

Division: _____ Position: _____

- 1) This issue featured Medicare; what kind of information would you like to see included in future issues?

- 2) Was there any Medicare information you did not understand?

YES

☐

NO

☐

If so, what? _____

3) After reading this issue, do you better understand:

a. Medicare communications efforts?

YES ☐

NO ☐

SOMEWHAT ☐

b. Bruce Davidson's new role?

YES ☐

NO ☐

SOMEWHAT ☐

4) What other aspects of Medicare (or BCBSF as a whole)
would you like to know about?

Please return through interoffice mail to: *Profile*, RHOC, 3C

D. DeVoe, Data Entry Operator, HOC...
Julie Dukes, Correspondence Rep A, HOC...
Felisha L. Edwards, Undergrad Program Candidate, HOC... **Helen J.M. Farhat**, Executive Secretary A, FC1... **Heather A. Forbes**, Individual Benefit Coordinator, MIA... **Mary A. Frazier**, Image Entry Operator, HOC... **Cheryl A. Gardner**, Claims Examiner B, PEN... **Mark J. Goodman**, Manager Marketing Research, GIL...
Lynette Griffis, Image Entry Operator, HOC...
Cynthia R. Hart, Correspondence Rep A, HOC...
Nicole K. Heard, Undergrad Program Candidate, HOC... **Matthew C. Hill**, Project Leader Quality Control, FC2... **Laurie P. Johnson**, Medical Review Analyst RN, FC2... **Michael W. Juskiewicz**, Clerk C, FC2... **Nancy A. Kiger**, Secretary B, HOC... **Pamela G. Knott**, Secretary, FC2...
Frances P. Lewis, Correspondence Rep A, HOC...
Rina C. Lozano, Accounting Analyst B, MIA...
Pamela W. Lucas, Work Proc Operator Medicare B, HOC... **Mary Ann Madden**, Secretary A, HOC...
Donna C. Malone, Secretary B, GIL... **Gareth E. Massard**, Supv Med B Claims Processing, HOC...
Gregg A. Masters, Clerk B, HOC... **Alicia L. McKenzie**, HOC... **Shauna**

R. McNary, Clerk B, HOC... **Mary Sue Mickler**, Secretary A, HOC...
Brian T. Mickley, Human Resource Planning Spec, HOC...
Margaret A. Mulhern, Image Entry Operator, HOC... **Barbara F. Newsom**, Clerk B, HOC... **Christopher L. Nuland**, Assistant Counsel, HOC... **Vincent Pagan**, Correspondence Rep A, HOC... **Lucretia D. Parker**, Clerk B, HOC... **Maretta L. Radford**, Secretary A, FC2... **Adalberto Rivas**, Short Order Service Rep, HOC... **Betti S. Shupe**, Clerk B, HOC... **Kenneth E. Smith**, Short Order Service Rep, HOC... **Irene F. Spencer**, Data Entry Operator, HOC... **Lisa M. Tharpe**, Secretary A, HOC...
Shelly S. Troutman, Correspondence Rep A, HOC... **Meriget Turner**, Medical Review Analyst RN, FC2... **Terry D. Waters**, Senior MD/OD Specialist, HOC...
Christopher A. Williams, Associate Comp Ops Analyst, HOC...
Dexter J. Wilson, Clerk A, HOC... **Joe M. Wilson**, Accountant III, HOC... **Alycia L. Woods**, Research Clerk B, HOC... **Linda K. Wright**, Data Entry Operator, HOC ■

BLUE CROSS AND BLUE SHIELD OF FLORIDA'S CORPORATE OBJECTIVES

These are the company's strategic objectives for 1991. Plans and initiatives undertaken this year should be in support of one or more of these objectives:

Excellent Service

We will provide to our customers predictable, understandable, hassle-free service that is consistent with their expectations at purchase and that minimizes the need for customer involvement with payment to providers.

Financial Strength

We will maintain Blue Cross and Blue Shield of Florida as a financially strong and competitive organization.

Market Share

We will attain dominant private market share consistent with financial soundness, delivery of superior service and our overall provider strategy.

National Association

We will support a strong, effective national organization of plans.

Organizational Effectiveness

We will develop and maintain an effective, highly motivated and productive organization.

Provider Relationships

We will create sustainable competitive advantage through effective business relationships with providers.

Public Understanding

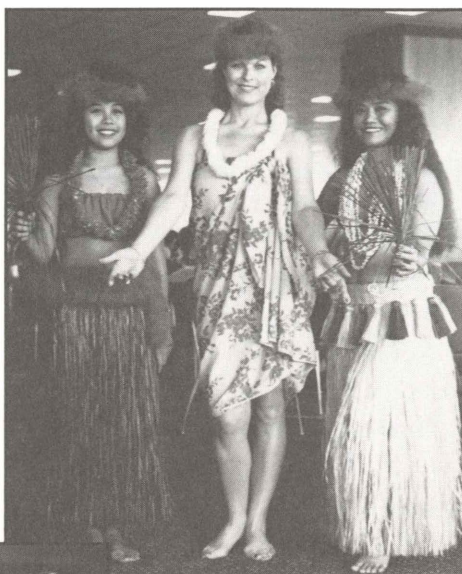
We will gain public and governmental understanding, acceptance and support of corporate policies, programs and actions.

IN THE SPOTLIGHT

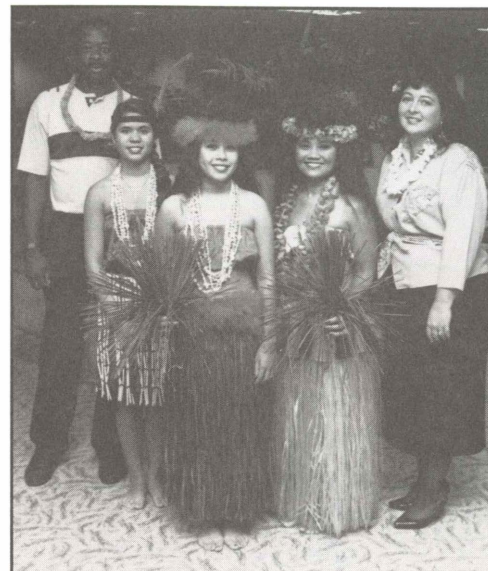
Lunch With A Twist

Employees at the Riverside Home Office Complex and at Freedom Commerce Centre enjoyed an unusual lunch recently when they were entertained by dancing co-workers.

Tammie Burnsed, Corporate Liaison, Food Services, says: Look for more fun in the future! ■



Left: Riverside Home Office dancers Jocelyn Morales, Darlene Purvis and Renona Morales.



Top photo: Sound technician Curtis Perry, dancers Jocelyn and Renona Morales, and Tammie Burnsed.

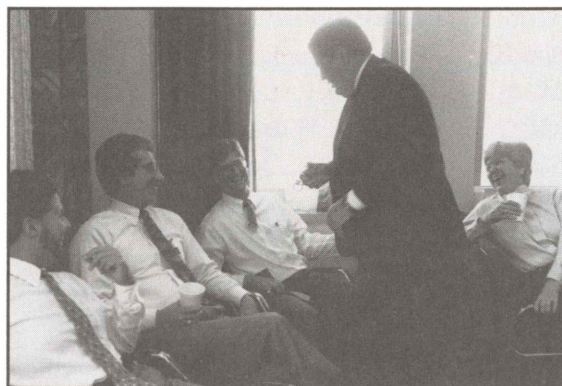


FCC Luau observers Penny Thomas, Lisa Sbano, Colleen Parrish, Joan Wright, David Ojeda, Bobbie Marcum, Susan Conyers, Jackie Nye and Kathleen Murray.

Bodacious Ties

Who says work can't be fun? As long as you keep your competitive edge, there's nothing wrong with a little humor in the workplace.

Employees on the 18th floor of the Riverside Home Office Complex took this notion to heart when they held their Second Annual Bodacious Tie Contest. Nature Johnston, contest coordinator, says the contest was a great way to keep the summer blahs away. ■



Far left: Anabelle Sarmiento (creative award); Billy Jones (cardboard character and winner of the in absentia award); Cris Creswell (third place) and Ann Ashwell (honorable mention). Standing, Elaine Robinson (second place); John Kelly (first place) and Steve Brott (honorable mention.) Left photo: Contest judge Bob Grant demonstrates his utter distate for Jeff Copeland's conservative tie.

Once Again, In English, Please

By Rejeanne Davis Ashley

I was having dialogue with my boss recently, trying to get my arms around exactly what was on my plate, work-wise, when she mentioned there were great opportunities ahead.

Opportunity, as you and I both know, is another word for more work.

A depressing thought.

"I'm feeling maxed out, in terms of accountabilities," I said.

"Let's get a handle on the situation," she replied. "Have you done a careful analysis?"

"All the analysis needed," I answered. "The bottom line is I have too much to do and not enough time to do it."

"Aha!" she said. "It's an efficiency issue. Your time management skills need to be exercised."

"No," I answered, "my body needs to be exercised, but I don't have the time to work out."

"Well, I really need you to reengineer your time and think more strategically," she said.

"I have an MBO now. We'll work this issue later."

I returned to my desk, disconsolate, facing piles of files and files unfilled.

I'm six newsletters behind and twelve articles short and there's only one of me.

The red light's blinking on my phone. The ASPEN lady says I have sixteen messages waiting. I've only been away thirty minutes.

The phone rings -- I'm late for a meeting.

I trudge down the hall, praying there will be chocolate chip cookies and milk.

It's a strategic planning meeting. Our multidisciplinary multifunctional, crossdivisional work group is tasked with developing the preliminary thinking on planning to plan for the next five years.

I think about lunch instead. That's about as far into the future as I can comprehend.

Words buzz like gnats around my head. Causal factors.

External assessment. Continuous improvement. Value added. Cost feasible. Top down. Bottom up.

I begin to lose consciousness. My mind comes untethered, wanders off into the weekend, drinks a beer, reads a book, mows the yard, goes out on a date.

"Does everyone buy into this notion?" the facilitator asks. Abruptly, my reverie is shattered. I am not plugged into the mainstream.

I see heads nodding, hear murmurs of assent. What have I missed?

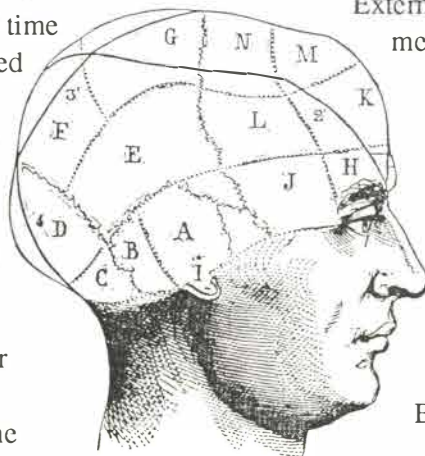
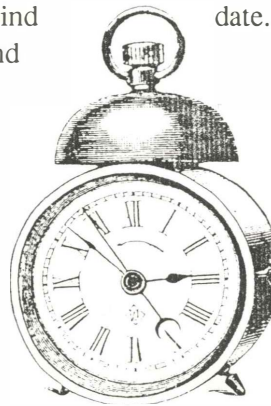
In my absence, the group has drafted its mission statement and mapped out its project plans. Assignments are divvied, milestones are determined.

I've missed the entire goal-setting process -- obviously I've been unconscious for several weeks.

I drag back to my desk. Yellow sticky notes are stuck all over my computer. Paper is piled in my chair. People stop by to chat.

So much to do. So little time. I remember my boss's suggestion and break my work into manageable pieces, all of which I place in the nearest recycling bin.

Thank goodness for corporate initiatives. ■





Burglars Can Take More Than Your Property

They violate your private space. And if they're surprised by someone coming home or pick a home that's occupied, people may get hurt.

3 out of 5 rapes in the home

3 out of 5 home robberies

About 1 out of 3 assaults in the home . . . are committed by burglars.

You can't afford to be careless about home security.

Check your locks and use them! Consider an alarm system.

Join or start a Neighborhood Watch now.



A message from
the National Crime Prevention Council
in partnership with ADT.

Provided by:

Blue Cross and Blue Shield of Florida's
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